

**LEADERSHIP COMMITTEE MEETING**  
**Phoenix, AZ**  
**March 23-25, 2004**

**Tuesday, March 23, 2004**

Members Present: Larry Sutton (Chairperson), BLM; Jim Cook, FS; Mark Linane, Santa Barbara County; Tim Blake, NWCG; Steve Thomas, ODF; JT Reynolds, NPS; John Wood, FWS; Dale Glenmore, BIA; Nancy Lull, NIFC; and Pam McDonald, logistics

Advisors Present: Cyndie Hogg, NARTC

**TWT/IOSWT Meeting Update (Larry Sutton)**

Sutton briefed the committee on the recent joint TWT/IOSWT meeting. Items of concern included the revision of the 310-1, including leadership recommendations to be incorporated into the 310-1 and possible errors in some recommendations; TWT/IOSWT exposure to the leadership curriculum; an evaluation tool for vendor-created courses; and revision of the Leadership Committee charter.

**ACTION: Revise the leadership committee's 310-1 recommendation table to correct errors. (Sutton and McDonald)**

**ACTION: Advise Sutton or Cook if L-380 courses are being offered in your area over the next couple of months, for possible attendance by TWT or IOSWT members. (All members)**

**ACTION: Finalize the Leadership Committee charter to reflect the long-term mission of the committee. (Sutton)**

**Mike DeGrosky's Assessment Project (Steve Thomas)** (Handout 1)

Thomas gave an update regarding DeGrosky's graduate assessment project including a timeline and request that the Leadership Committee determine the Fireline Leadership core competencies to be evaluated.

**ACTION: Review and communicate the Fireline Leadership core competencies to be evaluated in Degrosky's graduate assessment project. (Thomas)**

**Action Item Review and Status Report (Pam McDonald)**

McDonald led the committee through the Open Action Log and documented completed or revised items.

**Vendor/Instructor Certification and Course Specifications (Tim Blake/Larry Sutton)** (Handouts 2 and 3)

The committee discussed the process of certifying vendors and instructors using the established Course Design Criteria. Cook presented the USFS process (draft proposal) regarding Lead Instructor Requirements for 300-level Leadership Courses to be implemented in the 5109-17. The USFS used this process to evaluate a vendor-created/delivered L-380 course.

The committee discussed whether vendor evaluations can be done without observing actual course delivery, as well as the use of agency instructors during delivery. The committee felt that course delivery must be personally observed in order to achieve quality evaluation; the use of agency instructors is fine.

**ACTION: Distribute to LC members the evaluation sheet the USFS used to evaluate a vendor-delivered course. (Cook)**

**ACTION: Provide an improved set of Course Design Criteria to LC members based on the information from the USFS L-380 evaluation team. (Cook/Blake)**

**ACTION: Address TWT actions regarding inclusion of the leadership curriculum in the 310-1. (Sutton/Cook)**

**ACTION: Cancel Action Item #103. (McDonald)**

**USFS Implementation of the Wildland Fire Leader Development Plan (Jim Cook)** (Handouts 4 and 5)

Cook briefed the committee on USFS efforts to implement wildland fire leader development initiatives, including a recertification process for Type III ICs as a result of the Cramer fire and the creation of an annual leadership continuing education program.

**Staff Ride Library/Web Site Issues (Jim Cook)**

Cook updated the committee on the [www.fireleadership.gov](http://www.fireleadership.gov) web site status. Phase I of the web site is complete. Phase II will bring more interaction into the Toolbox. A staff ride library will host historical fire information; at present the Loop fire is available, with more fires being added in the near future.

**ACTION: Create one “What’s New” item that is occurring in each Leadership committee member’s area and submit to Jim Cook prior to the next meeting. (All members, ongoing)**

### **L-480/580 Update (Cyndie Hogg)** (Handouts 6-9)

Hogg briefed the committee concerning NARTC. NARTC will be relocating this summer; plans are to be in the new building mid- to late July. The center will be renamed the National Advanced Fire and Resource Institute (NAFRI).

Hogg presented a briefing regarding the status of L-480/580. The L-480 alpha course is scheduled for March 7-11, 2005. The Southwest Area's S-420 course will occur the following week.

The Steering Committee continues to struggle with the L-580 concept—envisioned as a seminar format at this time. L-580 will come into sharper focus as L-480 is completed.

The Requests for Quotes (RFQ) process is being used to complete various course components and delivery options. A 30-day posting is scheduled to begin on May 14, 2004.

### **S-420 Makeover (Tim Blake)** (Handout 10)

Blake presented the Command and General Staff section of the Field Manager's Course Guide. An S-420 Steering Committee is being formed to address changes needed in S-420; Dave Dash will represent the L-480/580 Steering Committee.

**ACTION: Ensure that a representative from the Leadership Committee attends S-420 Steering Committee meetings. (Sutton/Cook/Blake)**

### **Delivery of L-380 to Municipal/County Fire Departments (Mark Linane)**

Linane discussed municipal/county fire department training and funding issues and the residual effects—shift coverage and back fill pay issues—that units experience when sending individuals to training. Many units will not send individuals to training unless the course is required in order to become qualified for an ICS position.

Linane suggested possible solutions to the funding issue including development of a "How To" manual for L-380 delivery for use at regional training centers or community colleges. The committee tabled the issue until additional information is received concerning leadership training recommendations and requirements for the 310-1 revision.

### **Wednesday, March 24, 2004**

Leadership Committee members participated in a staff ride to the Dude fire outside Payson, Arizona; Fred Schoeffler, Payson Hotshots, facilitated. A number of leadership issues related to communication and decision making were discussed at the scene of the fire which took the lives of six firefighters in 1990.

**Thursday, March 25, 2004**

**Gleason Lead by Example Award (John Wood/Jim Cook/Nancy Lull)** (Handout 11).

Wood, Cook, and Lull briefed the committee on the status of the Paul Gleason *Lead by Example Award* (Gleason Award) including award design, program format and management, and selection process. In order to expedite the process for the first year, the Leadership Committee selected the recipients for 2004.

**ACTION: Confirm and obtain Gleason Award plaques by April 9.**  
**(McDonald/Cook)**

**ACTION: Write and send Gleason Award announcement letters by April 9.**  
**(Wood/Sutton/Cook/Glenmore)**

**ACTION: Write up Gleason Award presentation talking points by April 9. (Lull)**

**ACTION: Write and publish Gleason Award news release by April 9. (Lull)**

**ACTION: Write and publish fire magazine Gleason Award article by June 1. (Lull)**

**ACTION: Write and put up [www.fireleadership.gov](http://www.fireleadership.gov) Gleason Award feature by April 1. (Wood/Cook)**

**ACTION: Input Gleason Award into “They Said” by June 1. (Lull)**

**ACTION: Link [nifc.gov](http://nifc.gov) to Gleason Award by May 1. (Lull)**

**ACTION: Identify and schedule Gleason Award presentations by June 1.**  
**(Wood/Glenmore/Sutton/Cook)**

**ACTION: Complete and archive 2005 Gleason Award evaluation package by June 1. (Wood/Cook)**

**ACTION: Circulate hardcopy Gleason Award nomination information for 2005 by June 1. (All members)**

**Poster/Display Design and Production (Nancy Lull)**

Lull discussed ideas for a permanent “traveling display” that the Leadership Committee could use during conferences and presentations. The committee discussed whether or not such a display is needed and what information would be presented. The committee agreed that this type of display is needed.

**ACTION: Design and develop a portable display. (Lull)**

The committee discussed the value of developing a poster depicting the Wildland Fire Leadership Values and Principles. The committee agreed that a poster would be beneficial and suggested that once developed, the poster be part of the L-280 course package available through PMS. The committee also agreed to include Lessons Learned Center web site information on future displays, since this has become a resource where historical information is available that is useful in the study of wildland fire leadership.

**ACTION: Develop a leadership values and principles poster. (Lull and Blake)**

**ACTION: Post an electronic copy of the final leadership values and principles poster on the leadership website. (Lull/Blake/Cook)**

#### **Handout/Bookmarks/PowerPoint (Nancy Lull)**

Lull presented options to update the one-page leadership handout. The committee expressed the desire that the handouts print well in both color and black and white.

**ACTION: Submit comments concerning the leadership handout to Nancy Lull by April 9. (All members)**

Lull presented a revised PowerPoint presentation that the Leadership Committee can use to brief the field on the leadership development program. The committee expressed the need for PowerPoint presentations that address various audiences.

**ACTION: Revise the general PowerPoint presentation. (Sutton/Blake/McDonald)**

**ACTION: Send modified PowerPoint presentations to Jim Cook with a description of the intended audience. (All members)**

Lull presented designs for a new bookmark. The committee discussed the need for change and accepted minor changes to the existing bookmark.

#### **Outreach Plan (Nancy Lull)**

Lull referenced the most current version of the Outreach Plan. The committee discussed audiences that may need additional exposure to the leadership program.

**ACTION: Get the dates for the regional State meetings to Nancy Lull and secure a spot on the agendas. (Steve Thomas)**

**ACTION: Determine key contractor/AD group contacts and submit to Nancy Lull. (Steve Thomas/Dale Glenmore)**

**ACTION: Contact Joe Stutler to request his attendance at the fall Leadership Committee meeting. (Sutton)**

### **Breakout Groups**

Leadership Committee members broke into various groups and completed various action and bin items.

### **Implementing a Reading Program on a Small Unit**

John Wood led a brainstorming session collecting ideas for implementing a reading program on a small unit (e.g., District, Refuge, Park, etc.).

**ACTION: Develop a “How to Implement a Local Reading Program” reference and submit to Jim Cook for placement on the leadership website. (Wood)**

### **FAQ Formatting/Categorizing**

Sutton submitted possible categories for the Frequently Asked Questions page on the website.

**ACTION: Send a copy of the FAQs to Steve Thomas. (Sutton)**

**ACTION: Finalize FAQs and submit to Jim Cook for placement on the web site. (Sutton)**

### **Next Leadership Committee Meeting**

Tentative date for the Fall Leadership Committee Meeting: October 18-22, 2004.  
Location to be determined.